

FISCAL YEAR 2012 BUDGET

Fund Summary

Fund Name : Property & Casualty Fund
Fund No./Bus. Area No. : 1004 / 6500 / 9000

	<u>FY2011 Current Budget</u>	<u>FY2011 Estimate</u>	<u>FY2012 Budget</u>
Beginning Fund Balance	76,556	76,556	0
Revenues	21,015,133	20,938,577	36,599,399
Expenditures	21,015,133	21,015,133	36,599,399
Revenues Over/(Under) Expenditures	0	(76,556)	0
Ending Fund Balance	<u>76,556</u>	<u>0</u>	<u>0</u>
Fund Balance Distribution:			
Non-Spendable	0	0	0
Restricted	76,556	0	0
Committed	0	0	0
Assigned	0	0	0
Unassigned	0	0	0

The information above summarizes the FY2011 Current Budget, FY2011 Estimate and FY2012 Budget of the Property and Casualty Fund. Also included are the beginning and ending fund balances, total available resources and total expenditures. The Property and Casualty Fund was established to monitor the financial requirements of the Property and Risk Management Programs. Revenue in this fund is generated from assessed premiums to the other funds. These premiums are based upon projected expenditures.

The Property and Casualty Fund has two distinct parts; one managed by the Legal Department to account for claims against the City, and one managed by Administration and Regulatory Affairs to account for property insurance costs.

The mission of the Legal Department's portion of the Property and Casualty Fund (Claims/Subrogation and Defense Litigation) is to defend the City against claims and tort lawsuits filed against the City, minimize the City's financial exposure, and file affirmative claims on behalf of the City for property damage and subrogation. The Claims/Subrogation and Defense Litigation Divisions of the Legal Department are responsible for the investigation and defense of claims against the City, case settlement, and payment of claims and judgments.

The Insurance Management Division of the Administration and Regulatory Affairs Department is responsible for administering all citywide non-health related insurance services including, but not limited to, property, flood, fine arts, terrorism, boiler and machinery, crime, electronic equipment protection, notary, fidelity and surety bond insurance. All risks to the City's assets (except Worker's Compensation, Life, and Long-Term Disability) falls within the scope of this fund.

Goals for the divisions where the activity is accounted for in the Property and Casualty Fund are to:

- manage risk through identification and analysis of exposure to determine level of risk assumption or transfer of risk through commercial insurance for City departments and related agencies;
- procure, monitor, and maintain commercial insurance policies to control and minimize the City's exposure to financial risk;
- reduce the average amount paid per liability claim and civil rights lawsuits filed against the City;
- advise City departments on risk management issues to reduce or eliminate tort claim exposure;
- aggressively defend the City in all matters filed against it to deter meritless lawsuits with exaggerated claims;
- reduce tort claims exposure by working with the Human Resources Department to identify safety problems and educate employees on how to perform their jobs safely to avoid incidents that damage City property, employees and third parties;
- identify delinquent accounts owed to the City and increase recoveries on affirmative claims.

FISCAL YEAR 2012 BUDGET

Business Area Budget Summary

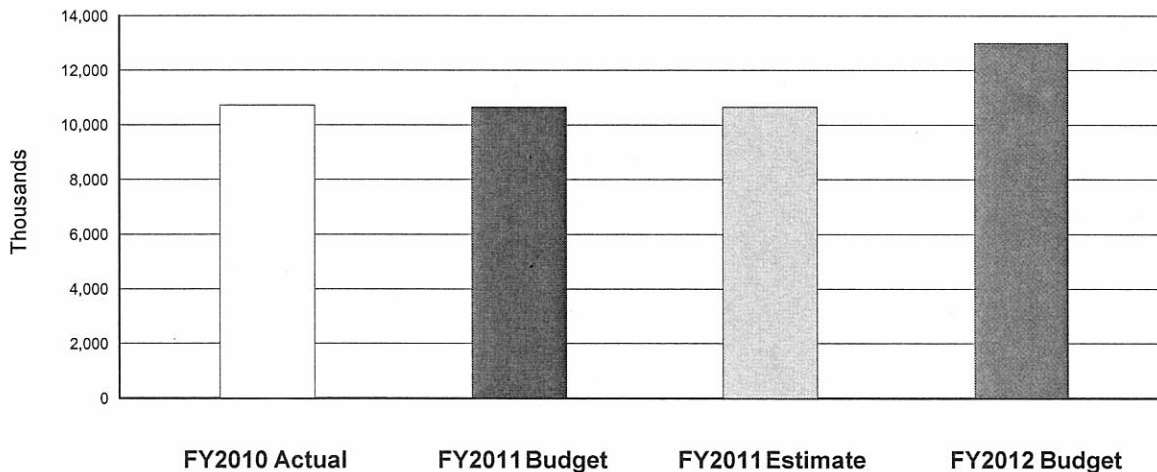
Fund Name : Property & Casualty Fund

Business Area Name : Administration and Regulatory Affairs

Fund No./Bus. Area No. : 1004 / 6500

		FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
Expenditures	Personnel Services	484,917	502,271	502,271	537,883
	Supplies	2,921	3,430	3,430	3,430
	Other Services and Charges	10,236,843	10,144,988	10,144,988	12,467,132
	Total M & O Expenditures	10,724,681	10,650,689	10,650,689	13,008,445
	Debt Service & Other Uses	0	0	0	0
	Total Expenditures	10,724,681	10,650,689	10,650,689	13,008,445
Revenues		10,724,681	10,650,689	10,650,689	13,008,445
Staffing	Full-Time Equivalents - Civilian	5.0	5.0	5.0	5.0
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	5.0	5.0	5.0	5.0
	Full-Time Equivalents - Overtime	0.0	5.0	5.0	0.0
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> o Property Insurance projects a rate increase of 10% due to decreasing availability of insurance carriers and increasing cost of property insurance. o Insurance coverage for Information Technology's communication equipment budgeted at \$270,000. o Obtaining National Flood Insurance Program policy quotes for more than 600 city buildings is budgeted at \$500,000. 				

**Property & Casualty Fund
Administration and Regulatory Affairs
Expenditure Summary**



FISCAL YEAR 2012 BUDGET

Division Mission and Performance Measures

Fund Name : Property & Casualty Fund
Business Area Name : Administration and Regulatory Affairs
Fund No./Bus Area No. : 1004 / 6500

Name: Accounting Services Group -- 650005

Mission: Administer all citywide non-health related insurance services including, but not limited to, property, flood, fine arts, terrorism, boiler and machinery, crime and electronic equipment protection insurance, Notary Public program, fidelity and surety bond insurance. All risk to the City's assets (except Worker's Compensation, Life, and Long-Term Disability) falls within the scope of this division.

Goal: • Manage risk through identification and analysis of exposure to determine level of risk assumption or transfer of risk through commercial insurance for City departments and related agencies.
 • Procure, monitor, and maintain commercial insurance policies to control and minimize the City's exposure to financial risk.

Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Insurance policies	16	15	17
Notary bonds	336	585	490
Public official bonds	10	10	11

FISCAL YEAR 2012 BUDGET

Division Summary						
Fund Name : Property & Casualty Fund Business Area Name : Administration and Regulatory Affairs Fund No./Bus Area No. : 1004 / 6500						
Division Description	FY2010 Actual		FY2011 Estimate		FY2012 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
Accounting Services Group 650005 Administer all non-health related insurance to the City and associated groups including, but not limited to, property, flood, fine arts, terrorism, boiler and machinery, electronic equipment protection, fidelity, surety, inland marine, and Notary Public program.	5.0	10,724,681	5.0	10,650,689	5.0	13,008,445
Total	5.0	10,724,681	5.0	10,650,689	5.0	13,008,445

FISCAL YEAR 2012 BUDGET

Business Area Roster Summary

Fund Name : Property & Casualty Fund
Business Area Name : Administration and Regulatory Affairs
Fund No./Bus Area No. : 1004 / 6500

Job Description	Pay Grade	FY2011 Current Budget FTE	FY2012 Budget FTE	Change
ADMINISTRATIVE ASSISTANT	17	1.0	1.0	
DEPUTY ASSISTANT DIRECTOR (EXE LEV)	30	1.0	1.0	
FINANCIAL ANALYST IV	25	1.0	1.0	
SENIOR STAFF ANALYST	28	2.0	2.0	
Total FTEs		5.0	5.0	0.0
Less adjustment for Civilian Vacancy Factor		0.0	0.0	0.0
Full-Time Equivalents		5.0	5.0	0.0

FISCAL YEAR 2012 BUDGET

Business Area Revenue Summary

Fund Name : Property & Casualty Fund
Business Area Name : Administration and Regulatory Affairs
Fund No./Bus Area No. : 1004 / 6500

Commit Item	Description	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
6500050003	ARA - Insurance Management			
424070	Interfund Legal Services	10,650,689	10,650,689	13,008,445
Total	Administration and Regulatory Affairs	<u><u>10,650,689</u></u>	<u><u>10,650,689</u></u>	<u><u>13,008,445</u></u>

FISCAL YEAR 2012 BUDGET

Business Area Expenditure Summary

Fund Name : Property & Casualty Fund
 Business Area Name : Administration and Regulatory Affairs
 Fund No./Bus. Area No. : 1004 / 6500

Commit Item	Description	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
500010	Salary Base Pay - Civilian	345,651	354,621	354,621	362,478
501070	Pension - Civilian	51,443	52,838	52,838	65,245
502010	FICA - Civilian	25,188	27,129	27,129	27,730
503010	Health Ins-Act Civilian	43,742	48,678	48,678	58,860
503015	Basic Life Insurance - Active Civilian	204	212	212	215
503050	Health/Life Insurance - Retiree Civilian	16,408	15,143	15,143	17,955
503060	Long Term Disability-Civilian	424	425	425	425
503090	Workers Compensation-Civilian-Admin	889	1,050	1,050	1,000
503100	Workers Compensation-Civilian-Claim	968	2,000	2,000	3,800
504030	Unemployment Claims - Administration	0	175	175	175
Total	Personnel Services	484,917	502,271	502,271	537,883
511045	Computer Supplies	1,146	1,053	1,053	1,053
511050	Paper & Printing Supplies	560	737	737	737
511055	Publications & Printed Materials	415	400	400	400
511060	Postage	87	240	240	240
511070	Miscellaneous Office Supplies	713	1,000	1,000	1,000
Total	Supplies	2,921	3,430	3,430	3,430
520100	Temporary Personnel Services	0	0	0	50,000
520110	Management Consulting Services	38,968	40,000	40,000	40,000
520115	Real Estate Lease/Office Rental	0	0	0	17,916
520121	IT Application Svcs	76	930	930	486
520510	Mail/Delivery Services	0	200	200	200
520515	Print Shop Services	1,351	1,000	1,000	2,330
520605	Advertising Services	1,508	1,528	1,528	3,212
520705	Insurance Fees	9,923,172	9,729,787	9,729,787	11,904,860
520765	Membership & Professional Fees	210	540	540	640
520770	Insurance Administration Fees	154,976	249,081	249,081	297,960
520805	Education & Training	1,295	2,869	2,869	2,869
520905	Travel - Training Related	738	526	526	3,157
520910	Travel - Non-Training Related	0	250	250	250
521305	Indirect Cost Recovery Payment	90,867	108,916	108,916	126,379
521605	Data Services	3,632	5,231	5,231	9,984
521610	Voice Services	548	397	397	191
521620	Voice Equipment	0	66	66	44
521625	Voice Labor	0	0	0	17
521630	GIS Revolving Fund Services	0	373	373	373
521730	Parking Space Rental	0	2,352	2,352	2,352
522205	Metro Commuter Passes	1,502	852	852	852
522430	Miscellaneous Other Services & Charges	0	90	90	90
522721	Interfund HR Client Services	0	0	0	2,792
522722	KRONOS Service Chargeback	0	0	0	178
522795	Other Interfund Services	18,000	0	0	0
Total	Other Services and Charges	10,236,843	10,144,988	10,144,988	12,467,132
Grand Total Expenditures		10,724,681	10,650,689	10,650,689	13,008,445

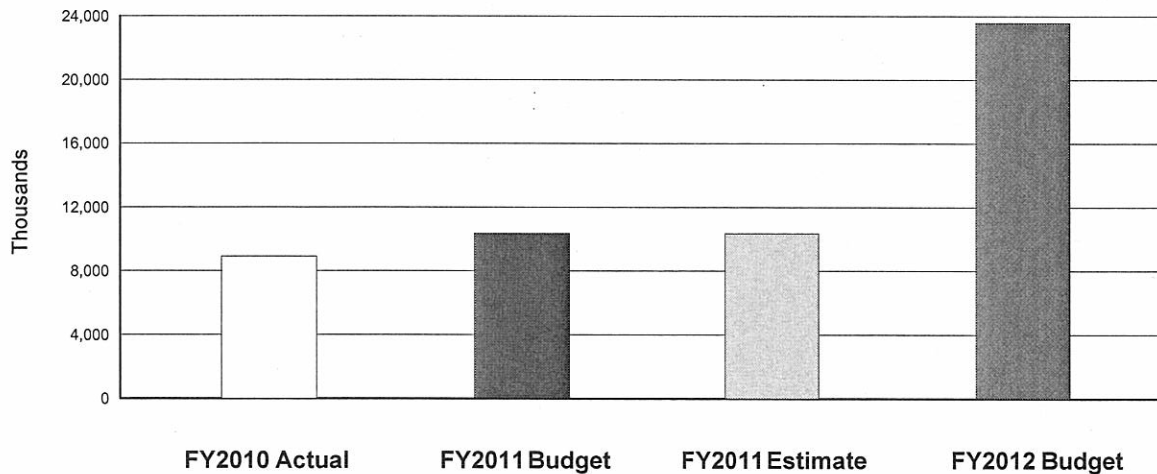
FISCAL YEAR 2012 BUDGET

Business Area Budget Summary

Fund Name : Property & Casualty Fund
Business Area Name : Legal
Fund No./Bus. Area No. : 1004 / 9000

		FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
Expenditures	Personnel Services	2,420,851	2,424,214	2,424,214	4,976,327
	Supplies	85,683	142,781	142,781	156,300
	Other Services and Charges	6,394,843	7,797,449	7,797,449	18,458,327
	Total M & O Expenditures	8,901,377	10,364,444	10,364,444	23,590,954
	Debt Service & Other Uses	0	0	0	0
	Total Expenditures	8,901,377	10,364,444	10,364,444	23,590,954
Revenues		8,901,377	10,364,444	10,287,888	23,590,954
Staffing	Full-Time Equivalents - Civilian	26.2	27.0	25.0	48.5
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	26.2	27.0	25.0	48.5
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> o The City Attorney instituted a re-organization effort to have the Legal Department closely resemble and operate as a law firm. o Defense Litigation Section was dissolved and personnel placed into the Labor, Employment and Civil Rights Section and the General Litigation Section. o The reorganization includes a transfer of 25 FTEs and budget totaling \$2,897,974 from the General Fund to Property & Casualty. o The Legal Department's Property & Casualty Fund component (Fund 1004) will account for all litigation personnel in a consistent manner to better capture the City's cost of handling claims, settlements and judgements. o Settlements, judgments and plaintiffs' attorneys fees are projected to increase by 3.8% over FY2011 estimate for a total amount of \$578,620. 				

**Property & Casualty Fund
Legal
Expenditure Summary**



FISCAL YEAR 2012 BUDGET

Division Mission and Performance Measures

Fund Name : Property & Casualty Fund
Business Area Name : Legal
Fund No./Bus Area No. : 1004 / 9000

Name: LGL - Staff Administration Section -- 900001

Mission: This cost center captures personnel costs associated with broad oversight of all the litigation sections and activities related to those sections.

Goal: N/A

Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
N/A	N/A	N/A	N/A

Name: LGL - General Litigation Section -- 900002

Mission: To defend the City and collect money owed to the City.

Goal: Bringing and defending lawsuits in the area of responsibilities.

Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Lost revenue recovered	\$2,577,456	\$2,500,000	\$2,550,000
New litigation filed	21	30	35
Matters in litigation	106	115	120

Name: LGL - Labor, Empl. & Civil Rights Section -- 900005

Mission: To provide legal services to the City and its departments.

Goal: Provide legal counsel and assistance to City departments on all labor and employment issues such as fair labor standards, title VII discrimination, policy issues, and use of excessive force. Represent the City and its departments in labor, employment and civil rights lawsuits.

Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
EEOC/TWD matters	370	449	400
Personnel actions/hearings	985	775	800
Pending litigation	24	49	30
Opinions/special issues	15	23	10
Arbitrations	36	17	25

FISCAL YEAR 2012 BUDGET

Division Mission and Performance Measures			
Fund Name : Property & Casualty Fund Business Area Name : Legal Fund No./Bus Area No. : 1004 / 9000			
Name: LGL - Claims & Subrogation Section -- 900010			
Mission: To promptly resolve liability tort claims and subrogation matters at the claim stage which reduces the City's costs by avoiding expensive and protracted litigation.			
Goal: Investigate and recommend the resolution of property and personal injury claims filed against the City. Investigate and process property and workers' compensation subrogation matters.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Claims closed-no pymt	822	950	925
Subro claims handled	1,780	1,300	1,500
Liability claims processed	1,318	1,350	1,300
Liability claims settled	331	325	300
Name: LGL - Defense Litigation Section (dissolved) -- 900011			
Mission: This section was dissolved and split between the General Litigation and the Labor, Employment and Civil Rights Sections.			
Goal: N/A			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
N/A	N/A	N/A	N/A
Name: LGL - Litigation Expenses & Losses -- 900012			
Mission: This cost center has no personnel and has the sole function of capturing all supplies and services expenditures related to litigation matters in which the City is involved.			
Goal: N/A			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
N/A	N/A	N/A	N/A

FISCAL YEAR 2012 BUDGET

Division Summary						
Fund Name : Property & Casualty Fund Business Area Name : Legal Fund No./Bus Area No. : 1004 / 9000						
Division Description	FY2010 Actual FTEs Cost \$	FY2011 Estimate FTEs Cost \$	FY2012 Budget FTEs Cost \$			
LGL - Staff Administration Section 900001 This cost center captures personnel costs associated with broad oversight of all the litigation sections and activities related to those sections.	0.0 0	0.0 0	1.0 238,123			
LGL - General Litigation Section 900002 Responsible for litigation related to animal law, annexation, bankruptcy, building and standards commission appeals, Code enforcement, collections, constitutional challenges to ordinances, contract disputes, election contests, environmental, Fed False Claims Act, forcible entry and detainer, Intergovernmental disputes, inverse condemnation, probate, Private Real Property Preservation Act and more.	0.0 0	0.0 0	18.8 2,031,194			
LGL - Labor, Empl. & Civil Rights Section 900005 The section is responsible for representing the City on all labor and employment matters involving civil rights violations.	0.0 0	0.0 0	18.8 1,756,057			
LGL - Claims & Subrogation Section 900010 This section is responsible for liability tort claims, subrogation matters and general affirmative claim matters at the claim stage.	10.1 811,066	9.0 818,175	9.9 985,653			
LGL - Defense Litigation Section (dissolved) 900011 Defend the City in personal injury, contractual, constitutional and land use lawsuits, and represent the City in any pending injunctions. This section will dissolve at the end of FY2011.	16.1 1,610,235	16.0 1,606,039	0.0 0			

FISCAL YEAR 2012 BUDGET

Division Summary						
Fund Name : Property & Casualty Fund Business Area Name : Legal Fund No./Bus Area No. : 1004 / 9000						
Division Description	FY2010 Actual		FY2011 Estimate		FY2012 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
LGL - Litigation Expenses & Losses 900012 This section capture cost directly related to the payment of claims and judgments including legal services and other services.	0.0	6,480,076	0.0	7,940,230	0.0	18,579,927
Total	26.2	8,901,377	25.0	10,364,444	48.5	23,590,954

FISCAL YEAR 2012 BUDGET

Business Area Roster Summary

Fund Name : Property & Casualty Fund
 Business Area Name : Legal
 Fund No./Bus Area No. : 1004 / 9000

Job Description	Pay Grade	FY2011 Current Budget FTE	FY2012 Budget FTE	Change
ADMINISTRATION MANAGER	26	1.0	0.0	(1.0)
ADMINISTRATIVE ASSISTANT (EXE LEV)	17	0.0	1.0	1.0
ADMINISTRATIVE SPECIALIST	20	1.0	1.0	
ASSISTANT CITY ATTORNEY II	24	0.0	2.0	2.0
ASSISTANT CITY ATTORNEY III	27	2.0	3.0	1.0
EXECUTIVE OFFICE ASSISTANT	15	0.0	1.0	1.0
FIRST ASSISTANT CITY ATTORNEY	37	0.0	1.0	1.0
LEGAL WORD PROCESSOR	11	1.0	1.0	
PARALEGAL I	12	4.0	4.0	
PARALEGAL II	14	0.0	2.0	2.0
PARALEGAL III	16	1.0	3.0	2.0
SENIOR ASSISTANT CITY ATTORNEY I	30	6.0	7.0	1.0
SENIOR ASSISTANT CITY ATTORNEY II	32	1.0	6.0	5.0
SENIOR ASSISTANT CITY ATTORNEY III	34	0.0	3.0	3.0
SENIOR ASSISTANT CITY ATTORNEY IV	35	0.0	1.0	1.0
SENIOR ASSISTANT CITY ATTORNEY, SECTION CHIEF	35	2.0	3.0	1.0
SENIOR CLAIMS COORDINATOR	21	4.0	4.0	
SENIOR LEGAL WORD PROCESSOR	13	2.0	3.0	1.0
SENIOR PARALEGAL	19	2.0	3.0	1.0
Total FTEs		27.0	49.0	22.0
Less adjustment for Civilian Vacancy Factor		0.0	0.5	0.5
Full-Time Equivalents		27.0	48.5	21.5

FISCAL YEAR 2012 BUDGET

Business Area Revenue Summary

Fund Name : Property & Casualty Fund
 Business Area Name : Legal
 Fund No./Bus Area No. : 1004 / 9000

Commit Item	Description	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
9000010001	LGL - Staff Administration			
424070	Interfund Legal Services	0	0	238,123
9000020001	LGL - Business Litigation			
424070	Interfund Legal Services	0	0	2,031,194
9000050001	LGL - Labor Law			
424070	Interfund Legal Services	0	0	1,756,057
9000100001	LGL - Claims & Subrogation			
424070	Interfund Legal Services	818,175	818,175	985,653
9000110001	LGL - Defense Litigation			
424070	Interfund Legal Services	1,606,039	1,606,039	0
9000120001	LGL - Property & Casualty Loss			
424070	Interfund Legal Services	7,940,230	7,863,674	18,579,927
Total Legal		10,364,444	10,287,888	23,590,954

FISCAL YEAR 2012 BUDGET

Business Area Expenditure Summary

Fund Name : Property & Casualty Fund
Business Area Name : Legal
Fund No./Bus. Area No. : 1004 / 9000

Commit Item	Description	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
500010	Salary Base Pay - Civilian	1,820,005	1,760,670	1,760,670	3,566,389
500110	Bilingual Pay - Civilian	904	904	904	0
501070	Pension - Civilian	270,197	262,340	262,340	641,952
501120	Termination Pay - Civilian	10,055	80,000	80,000	175,000
502010	FICA - Civilian	130,964	134,691	134,691	253,237
503010	Health Ins-Act Civilian	118,265	117,089	117,089	232,354
503015	Basic Life Insurance - Active Civilian	1,017	1,155	1,155	2,122
503050	Health/Life Insurance - Retiree Civilian	59,423	59,400	59,400	37,500
503060	Long Term Disability-Civilian	2,238	2,295	2,295	4,123
503090	Workers Compensation-Civilian-Admin	4,704	5,670	5,670	9,700
504030	Unemployment Claims - Administration	3,079	0	0	53,950
Total	Personnel Services	2,420,851	2,424,214	2,424,214	4,976,327
511045	Computer Supplies	10,499	21,000	21,000	21,000
511050	Paper & Printing Supplies	6,302	7,000	7,000	7,000
511055	Publications & Printed Materials	53,096	94,881	94,881	110,000
511060	Postage	0	2,000	2,000	0
511070	Miscellaneous Office Supplies	15,547	17,500	17,500	17,500
511110	Fuel	239	400	400	800
Total	Supplies	85,683	142,781	142,781	156,300
520107	Computer Info/Contr	2,564	30,000	30,000	30,000
520108	Information Resource Services	20,200	22,000	22,000	22,000
520110	Management Consulting Services	(16,843)	0	0	0
520114	Miscellaneous Support Services	151,331	108,017	108,017	115,000
520119	Computer Equipment/Software Maintenance	2,405	29,000	29,000	30,000
520133	Private Investigative Services	1,719	3,200	3,200	3,200
520510	Mail/Delivery Services	3,513	3,800	3,800	3,800
520515	Print Shop Services	0	400	400	1,200
520520	Printing & Reproduction Services	59,008	30,000	30,000	60,000
520740	Document Recording/Filing Fees	34,261	29,939	29,939	35,000
520765	Membership & Professional Fees	5,968	5,900	5,900	17,600
520805	Education & Training	5,098	6,200	6,200	15,100
520905	Travel - Training Related	1,697	5,600	5,600	5,200
520910	Travel - Non-Training Related	4,258	8,885	8,885	19,100
521610	Voice Services	6,465	7,742	7,742	7,180
521625	Voice Labor	0	450	450	128
521630	GIS Revolving Fund Services	0	1,095	1,095	1,086
521730	Parking Space Rental	30,507	31,000	31,000	31,000
521905	Legal Services	2,210,807	560,600	560,600	1,500,000
521910	Legal Svcs - Crt Report	140,372	154,634	154,634	150,000
521915	Legal Svcs - Atty Fee	(14,847)	100,000	100,000	200,000
521920	Legal Svcs -Med Svcs	28,150	25,000	25,000	30,000
521925	Legal Svcs -Ex Wit	88,517	96,000	96,000	100,000
521935	Legal Svcs -Claims	998,825	875,000	875,000	1,000,000
521940	Legal Svcs -Judgemt	24,105	658,426	658,426	4,783,720
521945	Legal Svcs -Settleme	2,413,306	4,869,661	4,869,661	10,093,661
521950	Legal Svcs -Doc Rec	183,620	122,000	122,000	190,000
522205	Metro Commuter Passes	473	500	500	1,000
522430	Miscellaneous Other Services & Charges	7,790	7,400	7,400	7,500
522620	Claims & Judgments	(3,426)	0	0	0
522722	KRONOS Service Chargeback	0	0	0	852
522780	Interfund Photo Copy Services	5,000	5,000	5,000	5,000
Total	Other Services and Charges	6,394,843	7,797,449	7,797,449	18,458,327
Grand Total Expenditures		8,901,377	10,364,444	10,364,444	23,590,954